



Business Management

PLANNING FOR SUCCESS

Mission Statement

- Statement used to communicate the purpose of an organization
- States what is important to an organization, which markets it will serve, and communicates intended direction of the entire organization
- Mission vs. Vision – something to be accomplished vs. something to be pursued
- GBI's Mission Statement – We construct high quality projects, ensure customer satisfaction through collaboration and commitment to build trusted partnerships and achieve mutual goals of safety, quality, schedule, budget and value

Core Values

- ▶ Core values are the guiding principles that dictate behavior and action
- ▶ Help people know right from wrong
- ▶ Create unwavering and unchanging guide
- ▶ Examples include: dependable, reliable, loyal, committed, open-minded, honest, innovative, positive, passionate, courageous, respected

Organization Chart

- ▶ A diagram that shows the structure of an organization
- ▶ Shows the relationships and relative ranks of its positions
- ▶ Line relationship is chain of command where an employee reports to a boss
- ▶ Lateral relationship is where both work on the same level and both report to a boss

Duties & Responsibilities

- ▶ Put the Right Players in the Right Positions with the Right Talent for current and future needs of the company
- ▶ Lists Results 100% accountable for
- ▶ Lists Tasks 100% responsible to do
- ▶ Lists systems needed to accomplish those tasks

Short Term Action Plans

- Short term Goals can be achieved in less than one year
- ▶ SMART Goals
- ▶ S = Specific
- ▶ M = Measureable
- ▶ A = Achievable
- ▶ R = Realistic
- ▶ T = Timely

Yearly Goals

- ▶ Establish at the beginning of the year
- ▶ Publish them
- ▶ Track them and give periodical updates
- ▶ Types of goals included safety, profitability, revenue, cash flow, rework, missed items
- ▶ Acknowledge, Celebrate, and Reward

BHAG's

(Big Hairy Audacious Goals)

- ▶ Comes from Partnering Principles and book “Good To Great”
- ▶ Barely achievable only with the highest level of teamwork and communication
- ▶ Sets the Bar – 1,000,000 man hours no lost time incidents
- ▶ Measureable goal, with NLT date and Team Leader
- ▶ Track, Evaluate, Reset

Metrics

(What gets measured gets improved)

- Low bid environment - Numbers drive our industry
- As the owner you have to know your numbers
- Even individual jobs have to have metric driven goals
- Small jobs are tougher than big to be successful
- Metrics have to be timely
- Have to know How you are getting paid

Own The Game

- ▶ Create an environment of Leaders
- ▶ Set clear expectations, give authority, demand results
- ▶ Typical Boss/Subordinate style is out (especially with millennials)
- ▶ Look for Leaders that look for challenge, hold themselves accountable, don't make excuses, have a PMA, plan ahead, and are good communicators

Culture -- Collaboration

- ▶ Culture is everything – UCON September issue
- ▶ How we think, talk, interact, and behave
- ▶ Safety “Culture”
- ▶ Align Expectations – agreed commitment, by a certain time, with a certain result – don’t hope
- ▶ Collaboration and building consensus
- ▶ Millennials – enough said ;-)
- ▶ Partnering – Internally and Externally